

WORK FAMILY CONFLICTS AND ITS IMPACT ON ATTITUDE OF MOTORWAY PATROLLING OFFICERS: MODERATING ROLE OF EMBEDDEDNESS

M. Shafique¹, R. Ahmad², S.S. Saleem³ and F. Qadeer⁴

¹University of Engineering & Technology, Lahore, Pakistan

²COMSATS Institute of Information Technology, Lahore, Pakistan

³PIQC-Institute of Quality, Lahore, Pakistan

⁴Lahore Business School, University of Lahore, Lahore, Pakistan

¹shafiqkarim@gmail.com, ²rakhan@ciitlahore.edu.pk, ³saimasaleem@ciitlahore.edu.pk,

⁴faisal.qadeer@lbs.uol.edu.pk

ABSTRACT

This study is aimed to examine the impact of work family conflicts on job satisfaction level of employees which is an important and most studied attitudinal antecedent of employees' outcomes. Mitigation role of both facets of job embeddedness have also been investigated for this relationship which has not been focused in previous research. This study is unique in a way that it has considered family specific perspective and contemporary construct 'embeddedness' simultaneously that ultimately shape and influence job satisfaction level on employees. In this correlational and cross-sectional study data was collected from patrolling officers of Motorway Police, Punjab, Pakistan. The analysis proved negative correlation of work family conflicts with job satisfaction and moderating role of organization embeddedness has its support from the data. Relationship of family work conflict and community embeddedness has no support in this study that needs to be investigated in future research. HR professionals of today's business organizations must work toward work life balance strategies and should consider organizational embeddedness as one of the options to dissipate family conflict caused due to extra work demands.

Keywords: Workfamily conflict, job satisfaction, organizational embeddedness, work life balance

Introduction

In the current era of immense busy routine on work place, it has been observed around the globe that most of the family members involve in work related activities and found dual earners. In addition, the working environment has become more competitive, complicate and individual have to work in disturbed environment. On the other hand, the growth in global business and technological developments have resulted in increased working hours for corporation, flexible work programs are offered by employers so that the employees can maintain the work-family balance and do not face conflicts (Masuda et al, 2012). The work role complexity and stressful work environment has encouraged many researchers to explore work family conflicts as attitudinal determinant. Some scholars are

of the view that 'conflict in work-family is an inter-role clash in which a part from the family and work domains are commonly inconsistent at some extent'. Work-family conflicts often is presented as a danger to job satisfaction, organization's productivity, and performance of the employees both in terms of mental and physical which provides basis for burnout in employees (Adams et al. 1996; Frone et al., 1997). Brief (1998) indicates job satisfaction is 'an inner feelings which are communicated by affectively and/or psychologically assessing an accomplished occupation with some level of support or otherwise. Spector (1997) characterized it a feeling towards job, or as an associated arrangement of states of mind about different parts of the employment aspect approach. (Gazioglu and Tansel, (2006) stated that in related studies, it has been a critical variable on account of its

close connection to work outcomes, for example, profitability, stops and non-appearance. Findings of some studies have indicated that both measurements of work-family conflicts are contrarily identified with job satisfaction (Netemeyer et al., 1996). Carlson and Kacmar (2000) got insignificant relationship for workfamily conflict and job satisfaction. Similarly, insignificant relationship was seen among utilized folks in double worker families in Hongkong (Aryee et al., 1999). Thus, there is need to further explore the inconspicuous relationship between the multidimensional work-family conflicts and the aspects of job satisfaction. Specifically influence of work family conflicts variables in interaction with embeddedness and their influence will be an interesting aspect to this study which has not been explored previously.

While introducing the unique organizational attachment construct of 'job embeddedness' Mitchell et al. (2001) argued that both work and non-work related factors are important that determine employee behavior. Employees become attached to organizations by means of organizational and community specific links, fit, and sacrifice. Previous research following "job embeddedness" theory has focused on investigating the direct relationship of this broader construct with voluntary turnover intention, job performance, organizational citizenship behavior, innovative outcome, job search behavior, military enlistment, job transfer, job relocation, human, social capital etc. and only in limited studies, it has been investigated as mediator or moderator (Lee et al., 2014). Ng & Feldman (2012) is the only study in which job embeddedness has been studied with work family conflict construct and surprisingly negative side of job embeddedness got support as against the Mitchell et al., (2001) theory. Possible reason may be the specific context of the study or likely link dimension of the job embeddedness due to which people become more engaged at work place or family and

an inter-role conflict arises. Mitchell et al. (2001) has envisaged job embeddedness as broader construct and one's fit with job has its root in community and organization. Moreover job sacrifices are not determined on the basis of material determinants only but it is as psychological and social evaluation of the job by employee as well. If employees find that their personal values, career goals, future plans, family demands fit well with the job, organizational and community, they are continue those jobs and maintain their association with community and organization. Similarly, if such employees have good formal or informal connections to other individuals in the community and work place, they will have lesser work family conflict and more job satisfaction. Research of job embeddedness research needs further extension so to study job embeddedness with work and family domain related variables.

Literature Review

Work-Family-Conflicts

Balancing out the work and the responsibilities of the family is a basic obligation for employees working in any organization. It has been observed that employees who see more strong work family cultures are more prone to use work family advantages than workers who see less steady authoritative work family domains. Employees who give more work family advantages will report more prominent authoritative connection and less work-family conflict than employees in working environments with less work family benefits (Thompson et al., 1999). It altogether relies upon the culture at workplaces which decides whether individuals will utilize the advantages, as well as portray about their general states of mind towards the workplace. In this way, accommodating hierarchical environment for adjusting work and family has notable influence on both family satisfaction and job satisfaction. The main variable which continuously supports

the work and family conflict is over work (Parasuraman, 1996; Frone et al., 1997). However, Deery, (2008) concluded that substantial workload provide foundation for work-family conflict and clash in the work and family circle. Several researchers considered it as bidirectional constructs of Work- family conflict which is apparent in the work-family literature (Adams, King & King, 1996; Netemeyer et al., 1996; Haar 2004; Shockley and Singla 2011). This bidirectional construct implies that work interest obstructs with family and also, family related obligations hinder with work. The construct of work- family conflict characterized as "that sort of inter-role clash in which a man is not able to satisfy family related obligations due to the occupation requests, time apportioned to and stress/strain made by the employment" (Netemeyer et al., 1996).

In last two decades striking changes have been accrued in the realm of work and nature of the family. Competitive market forces have expanded weight on associations and bosses to be dynamic, adaptable and receptive to accept the changes as extended periods, expanded workload, work instability, vulnerability and anxiety are attributes of most occupations. These progressions have essential ramifications for the employees too. As per Parasuraman (1996), this interprets into a troublesome push to consolidate professional and family life. Work and family are considered two essential spheres in the life of each employee. Experimental confirmation likewise demonstrates that work is key for a man's character and family is more vital for a ladies' personality (Maunno & Kinnunen, 2000; Cinamon & Rich, 2002). The bearing of the conflict in the affairs of family and work is intrinsically bi-directional (Gutek, Searle & Klepa, 1991). Despite the fact that these two sorts of work-family conflicts are emphatically corresponded, they are thoughtfully particular constructs upheld by

empirical evidences (Frone, Russell, & Cooper., 1992; Duxbury et al., 1994).

In compensation theory, it has been suggested that in order to balance what lacks in either domain individuals add more to one domain than the other. Work family conflict may arise if an individual spends more time or commit psychological resources to work. If an individual decides to spend more time and resources to family than work, then family work conflict arises. Some researchers suggested that conflict between work and family may be unavoidable when the other methods for reducing the stress are applied (Friedman and Greenhaus, 2000). As per their studies, it is recommended that in order to get better performance, employers allow individuals who work for organizations and spend more time at home, and flexible working hours tend to perform better in comparison those who do not have these kinds of flexibility in working environment. Thus, in order to maintain the equilibrium in both the domains, it is very important to reduce feelings of conflict.

Job Satisfaction

In research of organizational behavior, job satisfaction has become a widely studied construct (Currivan, 2000). Job satisfaction is a positive emotional state or pleasurable state resulting from job experience or appraisal of one's job. Similarly, Wegge et al., (2007) asserted that job satisfaction offers as a significant predictor of employees' behavior which includes absenteeism, turnover, OCB, and job performance. This experience of job satisfaction includes its all characteristics and environment related to workplace. Some researcher characterized that satisfaction is "a subjective experience toward some part of his professional life that is in the employee's states of mind and conduct" (Saxena et al., 1995, p 39). It is an individual's attitude which gets subsequent after assessing the circumstance around his/her desires. However, some researcher backing the global perception of satisfaction while others

argue on its different features throughout one's life, the entireness of which gives a general satisfaction (While Mottaz, 1986; Vroom, 1964; Andrews & Withey, 1976). Job satisfaction is a variable which depends on multiple aspects of relationships between the employee and workplace. For a long time, the perception of job satisfaction has been the topic of research of organizational psychology and findings of different studies have been repeatedly indicated negative relationship between work-family conflict and job satisfaction (Saxena et al, 1995; Bedeian et al. 1988; Kossek & Ozeki, 1998). Borrowing the same wisdom following hypothesis have been developed to verify the relationship in this context.

Hypothesis 1a: Work family conflict have significant impact on job satisfaction in such a way that increase in work family conflict will decrease job satisfaction level of employees.

Hypothesis 1b: Family work conflict have significant impact on job satisfaction in such a way that increase in work family conflict will decrease job satisfaction level of employees.

Job Embeddedness

In literature, job embeddedness is a broader construct which includes both work and non-work related factors. Its underlying base is that certain characteristic related to organization and community that act as a “net of web”. Embeddedness represents further three attachment strengths (fit, links, and sacrifices) which keep the individuals attached to their present organization and community (Mitchell et al., 2001). Fit indicates how the individuals perceive their assigned work in the organization and compare that work i.e. whether the employees feel that there is similarity between what they desire to do and what they are in fact doing in the organization. For example, employees may perceive their jobs as low on fit and have few interpersonal connections to colleagues but have spouses

who cannot find comparable jobs elsewhere and that factor alone restrains job mobility. As per the study conducted by Holmes et al. (2013) fit-organization indicates the well-match with comfort or the organization which was perceived by an employee. The perceived values of individuals that include their future career targets and plan which should fit in the future and should also be fit with the current job requirements. Links to the organization reflect the relations which the employees enjoy within the organization (e.g. its relevant department, relationships with the working team or colleagues) and the other associations which they develop over the time at work place (e.g., peers, boss, and mentor). Links-organization may also be explained that these are the formal and informal links among employees and the group in the organization (Holmes et al., 2013). Links to the organization may also be viewed as threads that connect an individual with the work team members, his supervisors or colleagues (Van Dyk et al., 2014). Sacrifices are the tangible losses which are associated with individual's decision to leave a job (e.g. some benefits or privileges). In other way, sacrifices also reflect these rewards or benefits which employees would have to be deprived of if they decide to leave their organizations (Holmes et al., 2013). For instance, if an employee leaves the organization it means he loses some of the individuals and benefits in the organization (e.g., a project, colleagues, or a special treatment). The construct of job embeddedness have been explored in different studies and effect of community embeddedness, organization embeddedness or aggregate of both facets have been studied for employee intention and other work-related outcomes (Cunningham et al., 2005; Halbesleben et al., 2008; Holtom and O' Neill, 2004; Mitchell et al., 2001; Mallol et al., 2007; Ramesh & Gelfand, 2010; Tanova and Holtom, 2008; Tharenou & Caulfield, 2010; Wijayanto and Kimono, 2004). However, in literature, a few research studies have

investigated the effects of organizational embeddedness as mediator (Allen, 2006; Hom et al., 2009; Lev & Koslowsky, 2012) or as moderator (Crossley et al., 2007; Karatepe, 2012; Lee et al., 2004; Sekiguchi et al., 2008; Swider et al., 2011).

It is considered that if employees find that their personal values, career goals, future plans fit well with the job, organizational and community, they are bound to job and organization. Similarly, if such employees have good formal or informal connections to other individuals in the organization and the community, they will have lesser work family conflict and more job satisfaction. Job embeddedness may cause satisfaction because employee become attached with the organization and community through aggregation of various types of links, investments and considerations which produce a net of restraining forces which in turn likely keep the job satisfaction level high. So there is need to examine job embeddedness as moderator and investigate how job embeddedness will interact with work family conflict to shape or influence attitudinal outcome. Thus, it is hypothesized.

Hypothesis 2a: Organizational embeddedness does moderate the relationship of work family conflict with job satisfaction in such a way that highly organizationally embedded employee will have lesser work family conflict and greater job satisfaction.

Hypothesis 2b: Community embeddedness does moderate the relationship between work family conflict and job satisfaction in such a way that highly community embedded employee will have lesser work family conflict and greater job satisfaction.

The theoretical framework of the study is represented as in Figure-1.

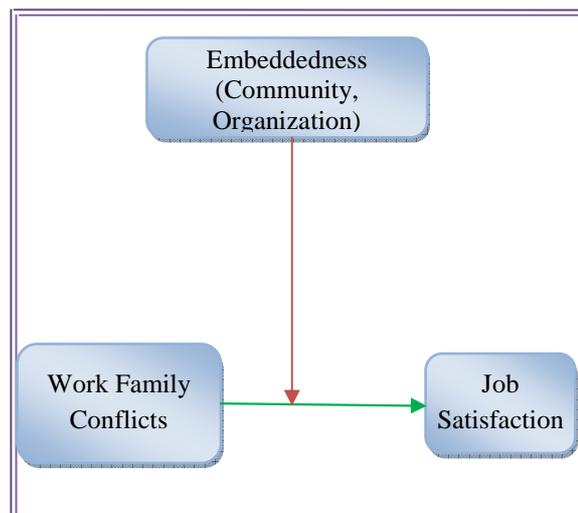


Fig 1 - Proposed Research Model

Research Methodology & Measures

This is correlational study in which relationship between work family conflicts, job satisfaction and organizational embeddedness is investigated. In this cross sectional, primary data was collected via structured questionnaire from 147 patrolling officers of Motorway Police. In order to data collection, convenience sampling technique was applied because the complete list of patrolling officers was not provided by the police department because of their departmental limitations. Researchers have made numerous efforts to measure Work-family conflicts by using their own scales or adapting such measures which were used in literature to measure work-family conflict. In this effort, some have used two independent measures of WFC and FWC and others have used a single measure for both constructs. We have adopted the full ten items of Netemeyer et al. (1996) scale to look at how work roles influence family and how family roles influence work. The two-item global job satisfaction scale developed by Scarpello and Hayton (2001) was used to measure overall job satisfaction level of employees. Crossley et al. (2007) developed a global measure of job embeddedness which focus on measuring embeddedness of those employees whose job change involve less weight on community-related aspects.

This scale was adopted in this study to measure organizational embeddedness. Cunningham et al. (2005) has developed global job embeddedness construct that includes six items, one for each dimension of job embeddedness. Three items from this construct were adopted and customized to measure three dimensions of community embeddedness i.e. link, fit and sacrifice. All these measures were used by using 5-point Likert scale from 1 (Not at all) to 5 (To a great extent). Given the previous performance of these scales, they can be employed with some degree of confidence. In addition to it respondents were asked about job category, age, gender, marital status and job category by using fill in the blanks.

Data Analysis & Results

Data was analyzed by applying different techniques including the descriptive and inferential statistics e.g. reliability analysis, factor analysis, correlation analysis and regression analysis. Then, impact of independent variable was investigated on dependent variable and the moderation effects organizational embeddedness. Hierarchical linear regression analysis was also used to test this relationship in order to know the impact of each construct directly or indirectly and through moderator.

Descriptive Analysis

Descriptive Analysis/statistics of the demographic variables like age, gender, marital status and job category is presented below:

Demographic Variables	Categories	Percentage
Age	35 & Below	42.2 %
	36-45	36.1 %
	46 & Above	21.7 %
Gender	Male	97.3 %
	Female	02.7 %
Marital Status	Married	85 %
	Single	15 %
Job Category	Deputation	59.9 %
	Direct	40.1 %
	Recruitment	

Table-1 Demographics-N=147

Table-1 shows demographic characteristics. Average age of respondent is 39.89 years with 8.09 as standard deviation. Findings show that 42.2% respondents had age between 25-35 years, 36.1% had age between 36-45 years and 21.7% of the respondents have age of 46 & above. Among all the respondents, 97.3% were males and only 2.7% were females. 85% married respondents participated in the study, while the remaining 15% were single. 59.9% of the respondents were on deputation from other police forces to motorway police whereas remaining 40.1% of the sample was directly inducted in the organization.

Reliability & Validity of Measures

The basic descriptive statistics is applied to all the data. In descriptive statistics, mean and standard deviation have been calculated whereas bivariate analysis has been applied. Means, standard deviations, bivariate correlations, and reliability estimates are presented in Table 2. Cronbach's alpha is suitable test for testing reliability of the variables which are measured on Likert scales. Internal reliability estimate lie in the acceptable range of 0.7 & above as quoted by Murphy & Blazer (1989). Other underlying assumptions like outlier, deviation from normality etc. are examined and no major violations are found. Similarly exploratory factor analysis is used for data reduction and to detect structure in the relationships between variables. Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity are within acceptable limits and data is suitable for factor analysis. By applying combination of principle axis factoring with varimax rotation method, exploratory factor analyses is conducted. All items of organization embeddedness, community embeddedness, work family conflict, family work conflict and job satisfaction have primary loading of at least .5 and so included in final analysis.

Correlation Analysis

Composite scores for each construct were created by averaging all items after ensuring reliability and validity of each construct. Table-2 depicts correlation that shows the strength of relationship among the study variables. Results showed that work family conflict ($r = -.284, p < .01$), organization

embeddedness ($r = .320, p < .01$) and job embeddedness ($r = .317, p < .01$) have significant relationship with Job Satisfaction. Whereas family work conflict ($r = -.146, p > .05$) and community embeddedness ($r = -.102, p > .05$) are not significantly related to Job Satisfaction.

Table-2: Correlations

Variables	1	2	3	4	5	6	7	8	9
1 Age									
2 Gender	-.156*								
3 Marital Status	-.505**	.240**							
4 Work Family Conflict	-.282**	.000	.032	(.912)					
5 Family Work Conflict	-.010	.041	.038	.368**	(.795)				
6 Organization Embeddedness	.138	-.107	-.203**	.046	-.015	(.805)			
7 Community Embeddedness	.043	.102	.042	-.213**	.074	.115	(.798)		
8 Job Embeddedness	.136	-.041	-.153*	-.061	.063	.826**	.594**	(.752)	
9 Job Satisfaction	.368**	-.060	-.378**	-.284**	-.146	.320**	.102	.317**	(.800)
Mean	39.89	1.03	1.13	3.15	1.95	3.76	2.91	3.52	4.38
S.D	8.095	.167	.338	1.12	.695	0.70	1.14	0.61	0.79

** . Correlation is significant at the 0.01 level.

* . Correlation is significant at the 0.05 level.

Regression Analysis and Findings

Regression analysis was run to enter job satisfaction as dependent variable and work family conflict, family work conflict, organization embeddedness, community embeddedness and job embeddedness as independent variables with iteration term. For regression analysis all the variables in the regression equations were centered on

their means. Family work conflict, community embeddedness and job embeddedness were excluded when stepwise method was used for regression. The value of f test 17.961 shows goodness of fit for model 3 as shown in Table 3. The results of regression analysis on the above mentioned measures are clearly depicting a strong significant relationship with moderating role of organization embeddedness.

Table 3: ANOVA Analysis

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	25.764	3	8.588	17.961	.000
Residual	76.980	161	.478		
Total	102.744	164			

Predictors: (Constant), Organization Embeddedness (OE), Work Family Conflict (WFC), Iteration (OE*WFC)

Table 4 shows the unstandardized and standardized coefficients, significance level of t statistics and collinearity statistics. The VIF values are all well below 10 and the tolerance statistics all well above 0.2;

therefore there is no collinearity within data. Moreover the average VIF is very close to 1 and this confirms that collinearity is not a problem for the model.

Table 4: Models Statistics & Moderation Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.002	.059				
	Work Family Conflict (WFC)	-.201	.051	-.294	-3.928	.000	1.000
2	(Constant)	-.008	.055		-.146	.884	
	Work Family Conflict (WFC)	-.213	.048	-.312	-4.487	.000	.998
	Organization Embeddedness (OE)	.409	.078	.366	5.273	.000	.998
3	(Constant)	-.016	.054		-.289	.773	
	Work Family Conflict (WFC)	-.202	.047	-.295	-4.308	.000	.989
	Organization Embeddedness (OE)	.454	.078	.407	5.800	.000	.947
	Iteration (OE*WFC)	.165	.064	.180	2.557	.011	.940

Dependent Variable: Job Satisfaction (JS)

It can be seen that the work family conflict significantly predict the job satisfaction at 0.00 level of significance. The -.201 value of unstandardized beta coefficient depicts that work family conflict is inversely proportional to job satisfaction. It means higher levels of work family conflict led to lower level of job satisfaction and 8.6 % variation in job satisfaction is explained by this model as R square change statistics reflects in Table 5. This lead to the acceptance of H1a hypothesis which states that “Work family conflict has significant negative impact on Job Satisfaction of employees”. Hypothesis H1b is not supported from this analysis.

When organizational embeddedness entered in the model along with the work family conflict, both work family conflict and organizational embeddedness significantly

predicts the job satisfaction of the employees. The Unstandardized beta coefficient value becomes -.213 and .409 for work family conflict and organizational embeddedness respectively. 22% variation in job satisfaction is explained by second model which is much improved. In model 3 the moderating relationship can be depicted. As can be seen in Table4, the interaction of job embeddedness has a significant positive effect ($\beta = 0.165$, $p < 0.01$). A significant increment in R^2 of the model is observed ($\Delta R^2 = 0.30$, $p < 0.000$) as shown in Table 5. 25% variation in job satisfaction is explained by including job embeddedness as moderating variable which improves prediction by 3 %. This led to the acceptance of H2a hypothesis that states that “Organizational Embeddedness do moderate the relationship of work family conflict with job satisfaction of employees”. Whereas no

support is available for community specific facet of job embeddedness so H2b is rejected.

Overall, these results suggest that organization embeddedness reduce the

negative effects of work family conflict on job satisfaction. In other words, the negative effects of work family conflict on job satisfaction will be lower for employees with high levels of organization embeddedness.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change
1	.294	.086	.081	.75882	.086
2	.469	.220	.211	.70320	.097
3.	.501	.251	.237	.69147	.030

Discussion

The correlation between the two directions of Work- family conflict and facets of job satisfaction also lent some support to the domain specific hypothesis. The findings of this study have a significant contribution to the work-family conflict literature, as well as the human resource practices. Job satisfaction of employees indicates their satisfaction towards their working environment which is the indicator of employment position, counterproductive practices, and withdrawal (Spector, 1997). In this manner, the connection between work family conflict and job satisfaction empowers researchers to balance the work and family relations to improve productivity. Numerous partnerships have executed family-accommodating advantages to decrease the work family conflicts and enhance the prosperity of employees. Unless a careful comprehension of the relationship between the aspects of job satisfaction and the distinctive measurements of work family conflict is understood. The consideration of the vital role of job embeddedness integrating both organization and community embeddedness portrayed a significant relationship between these construct and has opened the doors to further researches adding more measures and family related variables.

Key Findings

The research study reveals that the work family conflict in the employees of motorway police of Pakistan have significant impacts on their level of job satisfaction. This means that satisfaction of motorway employees get affected by the work family conflicts they face during the job and raise the conflict between the work and family life. It is also supported from the study that the significant moderating relationship of organizational embeddedness exists between the work family conflict and job satisfaction. Findings of this study may be helpful to managers in other fields as well and motorway police needs to introduce those strategies which could minimize the work family conflict while enhancing the satisfaction level of employees. Organizational embeddedness can help foster the job satisfaction in presence of work family conflict.

Conclusion

This study revealed that the work family conflict significantly impact the job satisfaction by decreasing the satisfaction of the employees of motorway police in Pakistan. It means that the level of satisfaction with the job declines as the work family conflict arises among employees. Moreover, organizational embeddedness

significantly moderates the relationship between the work family conflict and the job satisfaction among employees of motorway police in Pakistan.

Contributions, Limitations & Future Recommendations

Contribution: This study could be considered as a significant contribution in current knowledge domain and may be helpful to devise comprehensive policy

parameters to create satisfaction among the valued asset i.e. HR in Motorway Police of Pakistan in particular and the other corporate or service sectors in general.

Limitations: The present study has also some limitations, it is confined only in one sector whereas there is a need to investigate this phenomenon in all other law enforcement departments or forces in Pakistan e.g. Highway Police, Patrolling Police, Elite Force, Anti-terrorism Force etc

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